PMBOK® 7e Update for CPM 4e Chapter 9 Resourcing Projects

PMBOK® 7e Domains Impacting Chapter 9

Team
Development Approach & Lifecycle
Project Work

Team

The desired outcomes of the Team domain, according to *PMBOK® 7e*, are a high-performing team, shared ownership, and "applicable leadership and interpersonal skills demonstrated by all team members." In other words, a project manager should strive to empower his team members to make decisions and demonstrate leadership when the situation calls for it. This egalitarian approach is compatible with Agile practices and the role of a scrum master rather than an authoritative manager. In order for this approach to be successful, clarity is needed in terms of who has responsibility, accountability, and authority for various types of decisions. In addition, in order for team members to feel comfortable stepping up to lead, there must be a safe culture in which people are not afraid to make mistakes or offer unexpected suggestions.
The team needs to reach basic agreements about how they will function and to feel comfortable freely exchanging information and knowledge.

Best practice suggests that team members are involved in the project as early as possible, since they will have increased buy-in to the extent they helped plan the project. There will still be times, however, when team members (such as subject matter experts) are involved in just part of the project and need to be onboarded. It is important to have a process in place for getting these team members up and running as quickly as possible while helping them understand the unique project team culture.

Development Approach & Lifecycle

The chosen development approach and lifecycle will guide the resourcing of the project. For example, most adaptive teams are co-located and remain together throughout the lifecycle of the project. This may include multiple iterations or sprints. There may be times when a subject matter expert (SME) is required, but for the most part, the adaptive team members (7 +/- 2) are expected to be able to complete the work themselves.

Predictive or hybrid teams, on the other hand, may not be co-located and may be larger. They may even be virtual and/or working from multiple time zones. This makes creating a team vision and culture more challenging but just as necessary. No matter which type of team is involved, team members should be recognized for their contribution when their work is finished. A

good project manager will also spend time getting to know the motivations of her team members so she can help inspire them and further their career development through the project work.

Project Work

In terms of resourcing, the project work domain is closely related to the development approach and lifestyle domain because the chosen development approach will largely determine when and how work is executed and delivered which, in turn, dictates human resource requirements. *PMBOK® 7e* is clear that these domains are interconnected, and this is just one example.